



**Office of Inspector General**

**Department of Defense**

**FY 2012 - FY 2017**

**Strategic Plan**

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The Department of Defense Office of Inspector General is an independent agency established by the Inspector General Act of 1978, as amended.

## ***Mission***

Our mission is to provide independent, relevant, and timely oversight of the Department of Defense that:

- Supports the Warfighter;
- Promotes accountability, integrity, and efficiency;
- Advises the Secretary of Defense and Congress; and
- Informs the Public.

## ***Vision***

**Leading Change, Speaking Truth, Promoting Excellence**

Our vision is to be a model oversight organization in the federal government by leading change, speaking truth, and promoting excellence; a diverse organization, working together as one professional team, recognized as leaders in our field.

## ***Values***

### ***Integrity ☞ Efficiency ☞ Accountability ☞ Excellence***

We believe these core values provide a solid foundation for the work that we do. As an organization we work to preserve the trust of the American people by acting with integrity, doing the right thing, at the right time, for the right reasons. We have made a commitment to being good stewards of the resources entrusted to DoD IG, and to strive for excellence in all that we do.

Our performance as an organization is shaped in large part by the Inspector General's guiding principles:

- **People, engaged, enabled and empowered**, are our most important resource.
- We are **one professional team**, always striving to be our best by fostering **excellence through unity**.
- We must have **integrity** in all that we do and strive to do what is right.
- We must act with **fiscal responsibility** and be good stewards of taxpayer dollars.
- We must continue to build and preserve an agency that is **relevant, responsive and respected**.

These guiding principles of the DoD IG, though simply stated, are the pillars of the organization that support our goals and priorities.

## *Priorities*

We save lives, protect assets, enhance leadership and promote accountability. We have committed to:

1. **Support the Warfighter** – focus on the most critical concerns of the Department, such as the safety of our warfighters and efficient use of resources.
2. **Support the Defense Priorities of our Nation**, such as to prevail in today's wars, to prepare to defeat adversaries, and succeed in a wide range of contingencies.
3. **Support our People**, our OIG staff, by striving to achieve the highest levels of employee morale and job satisfaction.
4. **Achieve Excellence through Unity**. We are a diverse organization, working as one team, always striving to be the best.

We are well known and sought after for our professional work. We have an outstanding team of professionals who are talented and knowledgeable, that produce timely and relevant work products of the highest quality. This is how we see the DoD Office of Inspector General and how we want others to see it.

## *Goals*

The performance goals for the DoD IG FY 2012- FY 2017 Strategic Plan support the Strategic Goals and Priorities of the Department of Defense: to prevail in today's wars, to prevent and deter conflicts, to prepare to defeat adversaries in a wide range of contingencies, to preserve the All-Volunteer Force, and to implement the President's Reform Agenda.

We support these strategic goals and priorities as a model oversight organization working to:

- Goal 1: Promote economy, efficiency, and effectiveness.**
- Goal 2: Identify, deter and investigate fraud, waste, and abuse.**
- Goal 3: Engage, enable, and empower our people.**
- Goal 4: Achieve excellence through unity.**

## *Strategic Objectives*

**GOAL 1:** Promote economy, efficiency, and effectiveness.

### **Strategic Objectives:**

- 1.1 Identify potential risks and systemic weaknesses in critical DoD programs and operations, and recommend solutions for areas of vulnerability, with an emphasis on those that risk the life and safety of stakeholders.**

#### **Strategy**

- 1.1.1 Continue to focus DoD IG component activities to assess and identify systemic weaknesses such as improper payments, unnecessary losses of funds, and questionable expenditures to improve the economy and efficiency of the Department.
- 1.1.2 Continue to provide independent and objective audits, evaluations, inspections and investigations of DoD programs and operations; fully inform the Secretary of Defense and Congress of potential problems and deficiencies.

#### **Performance Indicators**

Progress towards Goal 1, Objective 1.1 can be demonstrated by measuring impact (e.g., operational performance improvements, money saved, equipment evaluated) of the DoD IG work products on DoD activities; the number of DoD IG work products covering systemic weaknesses; the number of recommendations made and implemented in areas identified as systemic weaknesses in critical DoD programs and operations; and the number of external citations, commendations, honorable mentions or other recognition given to or about staff and operations/processes.

- 1.2 Identify and promote DoD IG Best Practices across programs and operations to encourage economy, efficiency, and effectiveness.**

#### **Strategy**

- 1.2.1 Develop new ways to respond in a timely and effective manner to inquiries, complaints, and requests, providing recommendations to decision makers.
- 1.2.2 Analyze internal processes to identify trends and successes.

#### **Performance Indicators**

Progress towards Goal 1, Objective 1.2 can be demonstrated by number of processes reviewed/evaluated; number of strengths identified; Best Practices developed/implemented; and number of external citations, commendations, or other recognition given to or about staff and operations/processes.

**1.3 Provide timely and relevant feedback to the Department through high impact DoD IG products that result in improvements in program and operational performance.**

**Strategy**

- 1.3.1 Communicate the results of our work to stakeholders in a timely manner through the use of innovative methods, such as out-briefs, interim reporting and streamlined report formats.

**Performance Indicators**

Progress towards Goal 1, Objective 1.3 can be demonstrated by component specific metrics, such as the number of opportunities and impact of utilizing interim or streamlined reports/findings formats, and positive feedback reviews for out-briefs, streamlined/interim reporting events, and other methods and formats for providing timely and relevant feedback.

**1.4 Assist DoD in improving the security over, and accuracy of, its accounting and performance information.**

**Strategy**

- 1.4.1 Regularly work with the Department of Defense to identify, update, and resolve the top Management Challenges.

**Performance Indicators**

Progress towards Goal 1, Objective 1.4 can be demonstrated by the number of recommendations made compared with the number of recommendations implemented in areas of improving the security over, and accuracy of, DoD's accounting and performance information.

## *Strategic Objectives*

**GOAL 2: Identify, deter, and investigate fraud, waste, and abuse.**

**Strategic Objectives:**

**2.1 Increase timeliness and relevance of audits, investigations, inspections and reviews; conduct follow-up reviews to assess implementation.**

### **Strategy**

- 2.1.1 Component work plans reflect DoD priorities/DoD IG Management Challenges and give priority to actions with a potentially broad systemic impact.
- 2.1.2 Component work plans describe component efforts to improve timeliness and relevance and measure progress.
- 2.1.3 Follow-up reviews conducted and referred to senior leadership in cases where timely implementation does not occur.

### **Performance Indicators**

Progress towards Goal 2, Objective 2.1 can be demonstrated by the percent of reports and work products that address issues on high risk lists and/or DoD IG Management Challenges and the number of recommendations implemented as per follow-up activities.

**2.2 Communicate success stories that can serve as a deterrent to potential fraud, waste, and abuse.**

### **Strategy**

- 2.2.1 Establish a communications campaign emphasizing the wide range of actions used to deter fraud, waste, and abuse.

### **Performance Indicators**

Progress towards Goal 2, Objective 2.2 can be demonstrated by measuring impact (e.g., operational performance improvements, money recovered, funds put to better use, programs evaluated) of DoD IG actions on DoD operations and programs; the number of proactive opportunities developed to communicate tools for detection (anti-fraud, waste, and abuse campaigns) among staff and within industry.

**2.3 Increase identification of potential areas of fraud, waste, and abuse that impact the programs and operations of the Department and risk the life and safety of those we support.**

**Strategy**

- 2.3.1 Develop the capability to use predictive analytics in support of this objective.
- 2.3.2 Implement and institutionalize the use of predictive analytics in support of this objective.
- 2.3.3 Research best practices in combating corruption to determine combinations of tools and training to best assess trends, target areas of greatest vulnerability and gaps in controls; recommend systemic control improvements.

**Performance Indicators**

Progress towards Goal 2, Objective 2.3 can be demonstrated by the use of tools, trainings and other methods evaluated and implemented for use in assessing trends and targeting likely areas of fraud, waste, and abuse.

## *Strategic Objectives*

### **GOAL 3: Engage, enable and empower our people.**

#### **Strategic Objectives:**

##### **3.1 Invest in our people by promoting individual development and providing resources and support that enable success.**

Strategy
<p>3.1.1 Develop high quality development opportunities for staff through the use of rotations and other inter/intradepartmental opportunities. Broaden selected staff capabilities through temporary assignments and interagency learning opportunities.</p> <p>3.1.2 Identify Core Skill requirements for each position; identify/develop training to provide opportunities for staff to attain necessary Core Skills.</p> <p>3.1.3 Encourage staff to develop stretch goals for professional development to include training and education, per funding availability; monitor demand vs. fulfillment of training and education requests.</p> <p>3.1.4 Provide effective, compliant processes for the protection of DoD IG personnel, information, material and facilities.</p> <p>3.1.5 Ensure DoD IG personnel are provided a safe working environment.</p> <p>3.1.6 Provide support, morale enhancement, and accountability of individuals deployed to Southwest Asia.</p>

#### **Performance Indicators**

Progress towards Goal 3, Objective 3.1 can be demonstrated by improved employee satisfaction responses on surveys; number of staff involved in development activities per year; percent of individual development plans in place; number of components compliant with OSD Security Directive.

##### **3.2 Invest in the organization by ensuring DoD IG resources meet current and future challenges.**

Strategy
<p>3.2.1 Protect and safeguard DoD IG property and assets against waste, loss, unauthorized use and misappropriation.</p> <p>3.2.2 Provide timely, effective, comprehensive, and quality products, services and support to DoD IG.</p>

- 3.2.3 Ensure component Strategic Plans are developed, published and shared with staff.

#### **Performance Indicators**

Progress towards Goal 3, Objective 3.2 can be demonstrated by percent of accountability records maintained IAW OSD three-year property accountability standard; percent of Components with approved Strategic Plan in place.

## *Strategic Objectives*

### **GOAL 4: Achieve excellence through unity.**

#### **Strategic Objectives:**

##### **4.1 Align component Strategic Plans and performance metrics with DoD IG Strategic Plan.**

###### **Strategy**

- 4.1.1 Review Component Strategic Plans to ensure DoD IG priorities are reflected in Component goals and objectives: Support for the Warfighter; Support for the Defense priorities of our nation; Support for our people; Achievement of excellence through unity.

###### **Performance Indicators**

Progress towards Goal 4, Objective 4.1 can be demonstrated by the number of DoD IG Strategic Plan priorities supported in component plans.

##### **4.2 Enhance and sustain a results-oriented, high-performance culture within DoD IG.**

###### **Strategy**

- 4.2.1 Encourage IG and senior leadership to recognize high-performance via All Hands events and awards.
- 4.2.2 Utilize the DoD IG intranet to share high-performance achievements as DoD IG news.
- 4.2.3 Recognize milestones achieved by component, position, function, etc.

###### **Performance Indicators**

Progress towards Goal 4, Objective 4.2 can be demonstrated by increased recognition of high performance/exemplary results achievements at events held or announcements published quarterly at minimum.

##### **4.3 Develop an inclusive culture for organizational planning.**

###### **Strategy**

- 4.3.1 Develop new ways to assemble cross-component working groups for organizational planning to include a wide range of experience, backgrounds, age and diversity.

- 4.3.2 Establish a cross-component working group to identify stovepiped areas and develop appropriate ways to interact and share information.
- 4.3.3 Promote use of social media and interactive technologies to increase component interaction and organizational efficiencies.

### **Performance Indicators**

Progress towards Goal 4, Objective 4.3 can be demonstrated by the output recommendations of collaborative teams researching and planning organizational tools, processes and/or reports.

## *Goal Alignment*

DoD IG Goals	DoD Strategic Goals				
	Prevail	Prevent	Prepare	Preserve	Reform
<b>GOAL 1:</b> Promote economy, efficiency, and effectiveness.	X	X	X	X	X
<b>GOAL 2:</b> Identify, deter and investigate fraud, waste, and abuse.	X	X	X	X	X
<b>GOAL 3:</b> Engage, enable and empower our people.	X		X		X
<b>GOAL 4:</b> Achieve excellence through unity.	X				X

Department of Defense Strategic Goals:<sup>1</sup>

- 1) Prevail in today's wars.
- 2) Prevent and deter conflict.
- 3) Prepare for wide range of contingencies.
- 4) Preserve and enhance the all-volunteer force.
- 5) Implement the Reform Agenda.

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<sup>1</sup> Sources: 2010 Quadrennial Defense Review (QDR), Executive Summary, § Defense Strategy, p. v-vii (goals 1-4); and, the DoD FY2011 Annual Performance Plan, p.1, OSD 13038-10 (goals 1-5).